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**To:** [Vanessa M. Downes](#); [Sharon Thorpe](#)  
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Did what diligence I could on the subs, and found little. Small shops with little on them in the public domain.

The only one we could even get a D&B hit on is **Grapeseed**, which appears to be a small -- perhaps one-man (Bill Updegraff) -- shop. Updegraff is a graduate of Carnegie Mellon's Master of Arts Management program and holds a Bachelor's degree in Theatre from the State University of New York at New Paltz; has served as the Managing Director for an East Asian Orchestra, New Moon Orchestra; Director of Group Sales for Pittsburgh Ballet Theater; and Associate Director of Future Tenant, a laboratory setting for artists, arts managers and audiences to explore the limits of the creative expression, presentation and interpretation of various art forms.

**co/efficient**, likewise, looks to be one-man shop run by a state-level Republican pollster (Ryan Munce) with some ties to higher ed. Prior to joining co/efficient, Munce led Strategy and Research at MyCollegeOptions.org, a college and career planning program. Prior to that he polled American high school students on national issues and candidate approval.

Could find nothing at all on **DD&T Group** as a corporate entity, which I understand is an LLC platform owned by Den Tolmor, a Russia-born business associate of Caputo's who was a co-founder of the apparently defunct Bond Film Platform. To my knowledge, he provided no DUNS number. *Question: Do we require subs to fill out the same reps and certs that we do for bids that we submit as prime? If not, John Jensen (counsel) suggests [REDACTED] and we can consider doing as a practice in future. We won't be able to get them back before the bid goes in, but at least we'd have them ahead of award. I hadn't given much thoughts to reps and certs outside the small business context.*

With BCW on the team, we've a solid backup plan in place in the event one of the three subs cannot perform.

Sent this same assessment to the technical and pricing teams.

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President